



Environmental Strategy

Drafted by the ODI Environment and Sustainability Group (ESG)

March 2020

Contents

Introduction	2
Our sustainability goals - overview	4
Goal 1: Track and publish ODI's greenhouse gas emissions	5
Goal 2: Reduce transport and travel emissions	5
Goal 3: Reduce unsustainable consumption	8

“We use resources in a sustainable way, conscious of our impact on the environment.”

ODI Value “Sustainability”

“We will track our carbon footprint and make significant cuts on a clear path to carbon neutrality.”

ODI 5-year strategy, 2017

Introduction

ODI’s vision, articulated in our 5-year strategy (ODI, 2017) is a sustainable and peaceful world in which every person thrives.

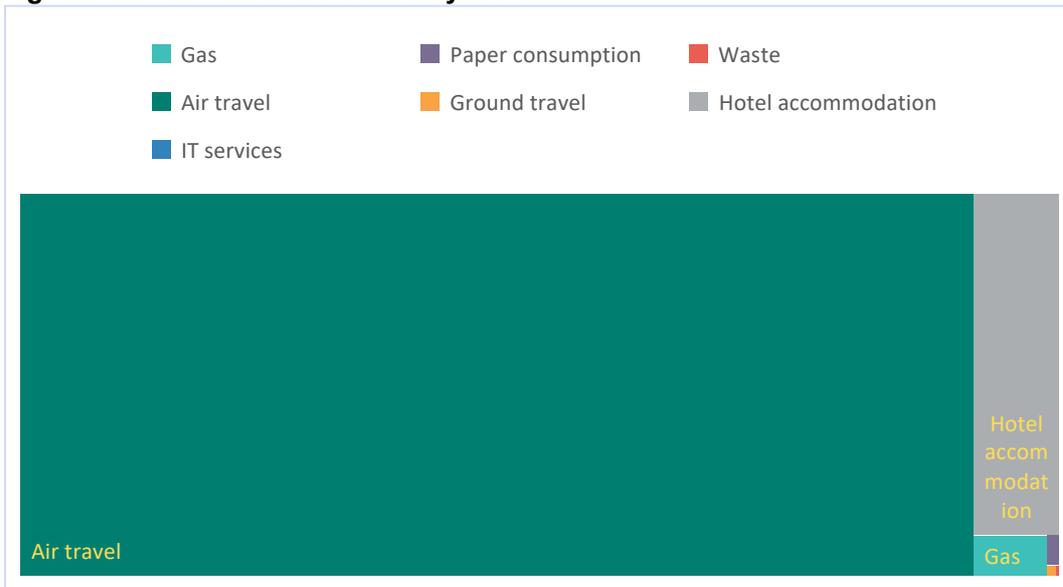
A core pillar of ODI’s work is bringing together different actors and communities from across the globe to build the strong partnerships needed to address the most pressing challenges we face, from humanitarian crises to sustainable resource management. In-person interaction in the countries we focus on is an important aspect of the work we do, however we recognise that working in this way can have an impact on the natural environment. Air travel, which emits large quantities of greenhouse gases (GHG), is an important issue for us as a global organisation.

While certain ways of working may need to continue to allow us to achieve our organisational goals, our commitment to sustainability means that from now on, environmental stewardship must be integral to all our business practice, operations and activities. We therefore aim to:

- continuously monitor and improve our environmental performance
- ensure compliance with relevant legislation and regulations
- be a thought-leader on environmental management
- ensure our staff are aware of our environmental strategy and commitment to sustainability and able to meet their individual responsibilities
- ensure our suppliers and subcontractors are aware of our environmental strategy

The implementation of the overall environmental strategy lies with SLT, the individual goals with the respective responsible department/group, supported by the Environmental Sustainability Group (ESG). See the separate implementation plan for suggested action points for each goal.

Figure 1: ODI emissions 2018/ 19 by source



Source: Own calculations, 2019

Our sustainability goals - overview

To ensure that ODI lives up to its sustainability values, we propose three high-level goals, each with its own associated aims/ actions:

- **Goal 1: Track and publish ODI's greenhouse gas (GHG) emissions**
 - Track annual GHG emissions
 - Publish annual GHG emissions
- **Goal 2: Reduce transport and travel emissions**
 - Offset all flights taken through ODI
 - Only use Diversity travel for flight booking
 - Sensitise staff about the environmental impact of flights
 - Substantially reduce per capita GHG emissions through flights
 - Make train travel the default to replace short-haul flights
 - Further increase support for teleconferences
- **Goal 3: Reduce unsustainable consumption**
 - Continue to use sustainable energy and reduce water consumption
 - Reduce plastic in ODI procurement
 - Improve sustainability of ODI's procurement in general
 - Inform staff more on recycling
 - Make vegetarian catering the default
 - Reduce printing and sustainably source all ODI printed material
 - Include environmental sustainability session into induction
 - Encourage consideration of environmental impacts among our contractors

Our sustainability goals – the detail

Goal 1: Track and publish ODI's greenhouse gas emissions

1.1 Tracking annual GHG emissions

To reduce our carbon emissions, we first need to reliably track our carbon footprint on an annual basis, at the end of every fiscal year.

- **Aim:** Track ODI's GHG emissions each fiscal year using calculator developed by the Environmental Sustainability Group.
- **Timeline:** First calculation (FY 2018/19) is complete. Calculator to be improved for ease of use until end of end of FY 2019/20.
- **Responsible:** Director of Climate and Sustainability team (DoCS) to arrange collation of data on a yearly basis and share with SLT at a specified time each year.

1.2 Publishing annual GHG emissions

To improve transparency and increase the pressure to hold ourselves to our GHG reduction goal, ODI should follow the good example of other UK think tanks such as the IIED and publish our annual GHG emissions. This will make ODI a frontrunner on environmental sustainability and can be used as way to promote our values and our work.

- **Aim:** Publish the GHG emissions together with the targets in the annual report as well as on a separate sub-section of the ODI website.
- **Timeline:** Publish first set of data at the start of FY 2020/21, then at start of each financial year henceforth.
- **Responsible:** Director of Climate and Sustainability to provide updated data to central communications team yearly, who will profile this information on a new section of the website yet to be created.

Goal 2: Reduce transport and travel emissions

The vast majority of ODI's carbon footprint is associated with travel, particularly international flights. Achieving carbon net neutrality will require changes to the way we work with our partners so that we can continue to do so effectively in a much less-carbon-intensive way.

2.1 Offset all flights taken through ODI

As a first and immediate means of reducing the negative impacts of flying, ODI should join other organisations in the sector such as GIZ and UNEP and offset all flights. Offsetting would make flights slightly more expensive, but the marginal costs of about £20 to £50 per return flight would be built into proposals and would be very

unlikely to have any impact on ODI's business. Before offsetting could be introduced, general permission should be asked for from major ODI donors.

- **Aim:** Offset 80% of all flights at ODI in FY 2020/21, and 100% all flights in 2021/22 using a provider that operates with the *Gold Standard*
- **Timeline:** Starting in FY 2020/21
- **Responsible:** SLT, with support from ESG on sourcing suppliers and finessing procurement text as needed.

2.2 Only use Diversity Travel for flight booking

Currently, the easiest and best way for us to get accurate data about our travel-related emissions is via our travel provider Diversity Travel. From now on, all staff should book their work flights through Diversity unless exceptional circumstances arise. The tracking of flights through Diversity Travel has other gains including providing GHG emissions tracking: it is useful for our global security colleagues, and reduces staff time spent collating flight receipts.

- **Aim:** Wherever possible, book flights via Diversity
- **Timeline:** To take place with immediate effect, once change communicated by DoPs.
- **Responsible:** Any staff who fly for work, with DoPs responsible for communicating this change.

2.3 Sensitise staff about the environmental impact of flights

Staff should be sensitised about the impact their flights with ODI have on their personal GHG emissions, to further encourage a reduction in flying for work.

- **Aim:** Once a year, present GHG emissions to all staff in the form of per capita emissions at team level in a staff meeting and send individual GHG emissions through flights to each staff's email address.
- **Timeline:** First time in the beginning of FY 2020/21, then continuously at the first staff meeting of each new financial year
- **Responsible:** SLT/ IT, with support from ESG (to prompt and provide data and email template etc.)

2.4 Substantially reduce per capita GHG emissions through flights

Flying to other countries to meet people in person is thought of as an integral part of our business. Still, we should aim to reduce flying-related emissions substantially. It would also reduce costs and make ODI more cost-competitive. The goal should be formulated on a per capita basis of full-time staff, and it should be expressed in calculated GHG emissions. In that way, the improvement in efficiency of planes will already lead to a substantial reduction of emissions over the coming decade. It should also include an ambitious short-term goal to incentivise reaping low-hanging

fruits such as preference for direct flights instead of connecting ones, use of videoconferencing technologies where possible to hold meetings, reducing number of trips that need to be made per project, optimising the number of colleagues that travel in each given trip, combining multiple projects trips where the destinations are close together to avoid returning to UK in between.

- **Aim:** Reduce per capita GHG emissions through flights by 50% by 2030 (by 10% in FY 2020/2021) compared to the FY 2018/19 emissions
- **Timeline:** Between FY 2018/19 and FY 2029/30
- **Responsible:** SLT, Directors and POMA

2.5 Make train travel the default to replace short-haul flights

One simple way of reducing especially short-haul flights is to rely more on fast trains. It should become standard practice to take the train whenever a destination can be reached within 8 hours of train travel. That would mean that destinations such as Paris, Brussels, Bonn, Amsterdam, and Glasgow would be train destinations by default. This might slightly increase travel costs for some projects, but in the light of the marginal contribution of travel costs to total project costs we don't expect those increased travel costs to substantially impact ODI's business.

- **Aim:** Make all trips to destinations that are reachable by train travel within 8 hours train trips by default.
- **Timeline:** Start beginning of FY 2020/21.
- **Responsible:** Anyone who travels for work; SLT and then DoPs to communicate this change to relevant parts of the organisation.

2.6 Further increase support for teleconferencing

One of the major ways in which flights can be reduced is by ensuring better communication with partners in the countries we often work in. Our IT and AV-team has already provided a great array of options to connect to other locations, including Blue Jeans, Skype for Business and our existing plug-and-play teleconferencing rooms. However, there remain problems: A small number of telephone rooms at ODI makes calls sometimes more cumbersome, so SLT should consider options of how to increase available telephone space. Also, there often is a bad internet connection in many partner countries. Projects should start creating a list of locations with high-quality TC services and budget for partners to use them.

- **Aim:** Provide more rooms or space where teleconferencing is possible at ODI building, and consider building budget for teleconferencing into project budgets
- **Timeline:** Starting FY 2020/21
- **Responsible:** SLT, IT (on more rooms/space) POMA (on project budgets)

Goal 3: Reduce unsustainable consumption

As well as reducing our contribution to GHG emissions, ODI should address its environmental impacts in other areas, including consumption.

3.1 Continue to use sustainable energy and reduce water consumption

We should continuously check for ways to save more energy and water. As a start, ODI should stick to its current electricity supplier, which uses 100% renewable energy.

- **Aim:** Continuous reduction of energy and water consumption at the ODI building and maintaining a supplier of electricity sourced to 100% from renewable energy sources
- **Timeline:** Ongoing monitoring of energy and water suppliers
- **Responsible:** Facilities team

3.2 Reduce plastic in ODI procurement

Wherever possible, our procurement choices should strive to use non-plastic alternatives. Examples of products that could be bought instead could be wooden pens and pencils, biodegradable cups, or wooden cutlery for events with catering, for example. Such products should be preferred even if they might be slightly more expensive than the plastic alternatives. This importantly also includes choosing products with less plastic packaging or explicitly asking suppliers for reduced plastic packaging for their products. Finally, incentivise staff to bring their own containers for lunch and suggest take-away lunch places where these can be used to reduce single-use plastic around ODI.

- **Aim:** Limit ODI's procurement of plastic to products that cannot be procured without plastic
- **Timeline:** Prepare an overview to SLT of products that can be procured without plastic in FY 2020/21 including expected costs of substituting those items. SLT then to decide which products to substitute.
- **Responsible:** Facilities and hospitality teams to prepare overview of current extent of plastic in catering and facilities for FY 2020/21 start. Ongoing responsibility of any staff with power to purchase goods to ensure plastic is reduced (e.g. events materials, shipping materials etc.). ESG to provide information on take-away lunch places that accept own containers.

3.3 Improve sustainability of ODI's procurement in general

In addition to reducing plastic and printing (see below), all ODI suppliers should be chosen with environmental sustainability considerations in mind.

- **Aim:** Update ODI's procurement process/documentation to reflect this, as needed

- **Timeline:** From FY 2020/2021 onwards
- **Responsible:** Finance, with support from ESG.

3.4 Inform staff more on recycling

Many staff are not aware how to recycle properly. They might be used to a different system from their home (country) and the signage on the waste bins might not always be clear to everyone. Finally, most staff are not aware of the great waste provider we already have, and their recycling processes. To improve the ability of our waste provider to recycle even more, we must increase people's awareness of how to use the different waste bins correctly.

- **Aim:** A simple information campaign on recycling and how to improve at ODI. At least one email to all staff and updated signs for all bins
- **Timeline:** Update signs: by end of March 2020. Information campaign: continuous
- **Responsible:** Facilities, ESG.

3.5 Make vegetarian catering the default

Unsustainable levels of meat and dairy consumption are a large contributor to global climate change. A reduction of meat and dairy consumption is therefore an important means to reducing the carbon footprint. While catering at ODI does not contain a lot of meat and dairy, the signalling effect of having default vegetarian catering at ODI events as the default option is important. It shows to staff and visitors that we are aware of the negative environmental impact of meat and dairy production. Moreover, it is likely to be cheaper, and might show staff and visitors that there are nutritious and tasty plant-based food options.

- **Aim:** Provide vegetarian food as the default option at all ODI events with catering, including those taking place outside of ODI.
- **Timeline:** Implemented from October 2019
- **Responsible:** Facility managers/ POMA staff

3.6 Reduce printing and sustainably source all ODI printed material

Although ODI doesn't print as much as it did in the past, there is still more we can do to reduce printing and to ensure the sustainability of any printed materials we do produce. We should continue to reserve physical printing for 'essential occasions' only - important meetings, events, etc – and to print smaller batches, even though this can be more expensive than larger print-runs. For the things we do print, we should aim to make sustainable printing material the default option for all but the most urgent 'emergency' print jobs (which may still require us to use our local, less-sustainable printers). Sustainable printing is likely to be slightly more expensive, but the signal it would send to staff and the outside world would be very important.

- **Aim:** Reduce printing even more and switch to sustainable printers
- **Timeline:** Ongoing
- **Responsible:** Central communications, POMA

3.7 Include environmental sustainability session into new joiner inductions

New staff should be aware of how ODI contributes to sustainable development in our operations.

- **Aim:** Add short slot on environmental sustainability to introduction
- **Timeline:** Beginning of 2020
- **Responsible:** Human Resources, support from ESG

3.8 Encourage consideration of environmental sustainability among contractors

Although we can't enforce sustainable behaviours among our contractors, we can still encourage them by sharing our environmental strategy and being clear about our commitments when contracting.

- **Aim:** Add text to contract wording explaining our environmental sustainability position and encouraging others to follow suit. Send contractors a condensed version of the strategy.
- **Timeline:** From start of FY 2020/21 onwards
- **Responsible:** Finance, POMA, anyone who sources and employs contractors. Support from ESG on drafting text